

National Guard Diversity and Inclusion Strategic Plan

21 October 2014





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MESSAGE FROM THE DIVERSITY AND INCLUSION LEADERSHIP OF THE NATIONAL GUARD

“One of our National Guard’s greatest strengths as an operational force is that we are present in communities across the country. In the end, when you bring in the National Guard, you bring in the richness and diversity of hometown America.”

When you call on the National Guard, you call on America. Embracing diversity and inclusion as leaders at every level provides the organizational culture needed in the National Guard to advance U.S. interests in harnessing human capital across racial, gender, and cultural diversity imperative for long term and sustainable national security. Since 1636, no matter what the mission, the National Guard was always ready and always there.

It is often said that our vision of the future must be linked to the past and historically diversity has been a proven strength enhancing our military capabilities. For example, the Choctaw Code Talkers of the U.S. Army during World War I and the Navajo Code Talkers of the U.S. Marines during World War II and the Korean conflict served with distinction and innovation using their native languages to create unbreakable secret communication codes. The significant contributions of the Tuskegee Airmen, Women Army Corps, 65th Regiment Borinqueneer Soldiers, and the 442nd Regimental Combat Team of Japanese-Americans further illustrate the practical benefits of diversity and inclusion in action.



Moving forward, with the rebalance of our global posture and presence in the Asian/Pacific region and broader challenges in the Middle East, the National Guard provides the full spectrum of capabilities to respond to national and global security threats ranging from direct combat to asymmetric warfare. The threat of weapons of mass destruction, civil unrest, severe weather disasters, and cyber-attacks are real and the National Guard must use all of its human capital and global partnerships to prepare for these emerging threats.

The National Guard remains poised and vigilant as we employ modern and nontraditional strategic methods to achieve the highest military readiness with a more adaptable, culturally competent, and innovative force.

ONDRA L. BERRY
Brigadier General, USAF
Diversity SA to the Chief
National Guard Bureau

TIMOTHY A. REISCH
Major General, USA
Chair, Joint Diversity Executive Council
National Guard

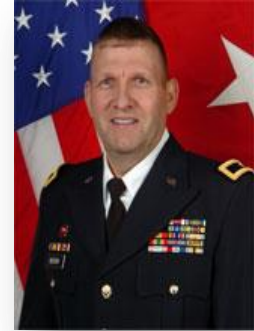
FRANK J. GRASS
General, USA
Chief, National Guard Bureau



KEY PERSONNEL

NATIONAL GUARD JOINT DIVERSITY EXECUTIVE COUNCIL CHAIR

Major General Timothy A. Reisch serves as the National Guard Chair of the Joint Diversity Executive Council, comprised of a 30-member team to lead diversity and inclusion throughout the 54 States, Territories, and District of Columbia. MG Reisch also serves as South Dakota's 21st Adjutant General appointed by Governor Dennis Daugaard. As The Adjutant General, he serves as the Commanding General for the South Dakota Air and Army National Guard and guides the preparation of 4,300 Air and Army National Guard Soldiers and Airmen and 950 full-time Federal and State employees to respond in times of state or national emergency. He is responsible for Federal and State missions, assignment of leaders, recruiting, training, equipping, mobilization, facilities, and public relations. He is also responsible for formulating, developing and coordinating all policies, plans, and programs affecting Air and Army National Guard members in South Dakota. MG Reisch serves on the Governor's cabinet as the Secretary of the Military. In this capacity, he is the principle advisor to the Governor on all matters involving use of the National Guard.



SPECIAL ASSISTANT TO THE CHIEF OF THE NATIONAL GUARD BUREAU ON DIVERSITY

Brigadier General Ondra L. Berry serves as the first Special Assistant and principal advisor to the Chief of the National Guard Bureau on Diversity. In this capacity, he is responsible for the strategic direction, implementation, and alignment of NGB's integrated global diversity and inclusion initiatives to achieve the highest state of military readiness of over 458,000 Soldiers, Airmen, and civilians. In addition to his dual status role, Brig Gen Berry also serves as The Assistant Adjutant General for the Nevada Air National Guard, appointed by Governor Brian Sandoval. In this capacity, he ensures the highest military readiness of 1,100 Airmen and civilians to respond in times of state or national emergency. Brig Gen Berry, in his full-time position, serves as Vice President of Diversity and Inclusion at MGM Resorts International. Brig Gen Berry is the first African-American general in the Nevada Air National Guard.





OVERVIEW

The National Guard Bureau Diversity and Inclusion Strategic Plan outlines the implementation of the President's Executive Order 13583 on the establishment of a coordinated government-wide initiative to promote diversity and inclusion in the Federal workforce. It incorporates the alignment of the Army and Air National Guard Diversity Strategic Plans in the areas of diversity and inclusion in a coordinated and collaborative manner that includes our balanced strategy of our war fighting, homeland defense and global partnership missions.

In order to enlighten decision makers as to how diversity and inclusion can become an even more vital player in our nation's security, the National Guard perspective of "operationalizing" diversity institutionalizes the process to attract, recruit, develop, and retain a quality workforce. The National Guard is comprised of more than 458,000 Airmen, Soldiers, and civilians. In addition to aligning to Executive Order 13583, the strategic plan includes four overarching goals that define an operational path for success:

- Enhance diversity and inclusion in all states, territories and the District of Columbia
- Ensure that leaders at all levels champion diversity program priorities and understand specifically what is required of them to achieve success
- Develop and increase diversity partnerships, both internal and external to the National Guard
- Develop, mentor and retain top talent reflective of the communities the National Guard serves

Alignment to this plan includes alignment with the wider Department of Defense (DoD) and the Office of Personnel Management (OPM). National Guard diversity and inclusion goals and objectives create linkage and integrate diversity into multiple transformational efforts. It will require an honest assessment of the amount of resources, support, commitment, and competencies that senior leaders are willing to invest to provide a total workforce that is optimized and ready to defend the nation, both now and in the future, and can meet the complex challenges in the environment of the 21st Century world. This plan recognizes that proper Equal Opportunity and Equal Employment Opportunity (EO/EEO) policies are the building blocks of a successful diversity program.

"It will require an honest assessment of the amount of resources, support, commitment, and competencies that senior leaders are willing to invest..."

***Col Shirley Raguindin,
Chief, NGB Diversity. 2014***



Therefore, it is critical that all recruitment, hiring, promotion, training, retention, and other personnel actions comply with Federal EO/EEO laws and regulations.

The National Guard Diversity and Inclusion Strategic Plan is a roadmap to help leverage diversity to improve mission accomplishment. Figure 1 illustrates the building blocks needed to achieve this goal. EO/EEO compliance is the foundational building block for the diversity effort. It promotes fairness, leads to inclusion, and focuses on demographics. The next building block is diversity management. Effective diversity management is necessary in order to utilize the diverse workforce. Once compliance is combined with proper diversity management, a culture of inclusion is possible. All National Guard members must feel valued and their talents utilized. Once these building blocks are in place,

“Leadership involvement is critical at every stage of the diversity effort.”

***Mr. Alfranda Durr
Deputy, NGB Diversity***

diversity can be fully leveraged to improve mission accomplishment.



Properly managed diversity in an inclusive environment will act as a combat multiplier. It is important to realize that leadership involvement is critical at every stage of the diversity effort. None of the building blocks can be achieved unless leaders at all levels commit to the effort.

Figure 1: Source DoD Diversity and Inclusion Strategic Plan, 2012



MISSION, VISION AND CORE VALUES

MISSION: To create and sustain an organization dedicated to mission effectiveness, valuing diversity and inclusion, and ensuring each individual has the opportunity, guidance and information to reach maximum potential.

VISION: To achieve an organizational culture that values diversity and inclusion as highly as personnel strength, training, readiness, and combat effectiveness.

CORE VALUES:

Army: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage

Air Force: Integrity, Service Before Self, Excellence in All We Do

Principles:

- The National Guard must be a diverse team, representative of the nation it serves and defends
- The National Guard needs leaders and a workforce equipped with diverse cultural awareness and competencies to execute the mission globally
- The National Guard envisions a culture that values, measures, and promotes the fairness, dignity, and worth of every member as a measure of enhancing readiness
- The National Guard requires all Soldiers, Airmen, and civilians to be responsible for applying and adhering to these diversity and inclusion principles



STRATEGIC IMPERATIVE

Diversity is a strategic imperative leveraging the diversity of people, and varying cultures to enhance operational capability and helps to make better decisions based on a broader base of knowledge and experiences – to be more agile, robust and effective (as highlighted in Figure 2). A mission element, diversity is critical to successfully navigate the human domain. It opens the door to innovative ideas and complex problem-solving and provides us a competitive edge to mobilize and deploy quickly. It is the strength of the United States of America and the strength of the National Guard.

It is a leadership strategy in the National Guard to ensure leaders are developed to effectively manage and lead diverse teams. National Guard training initiatives are vital to efforts to build an inclusive environment. Managing human capital to increase the probability for different voices to speak and be heard will make our National Guard pro-active, innovative, and prepared. The National Guard continues to operate in a global and dynamic environment. Continued success in such environments requires leading edge technology, human interaction, agility of thought, and a variety of perspectives and approaches.

Today the National Guard is the most professional and capable in the history of the United States and embraces and implements whole-of-government approaches to national security and public safety. For decades, National Guard men and women have been operating alongside Active Component Soldiers and Airmen and have gained significant ground in embracing total force and joint synergies, while demonstrating their capabilities to operate in joint environments on home and global lands.

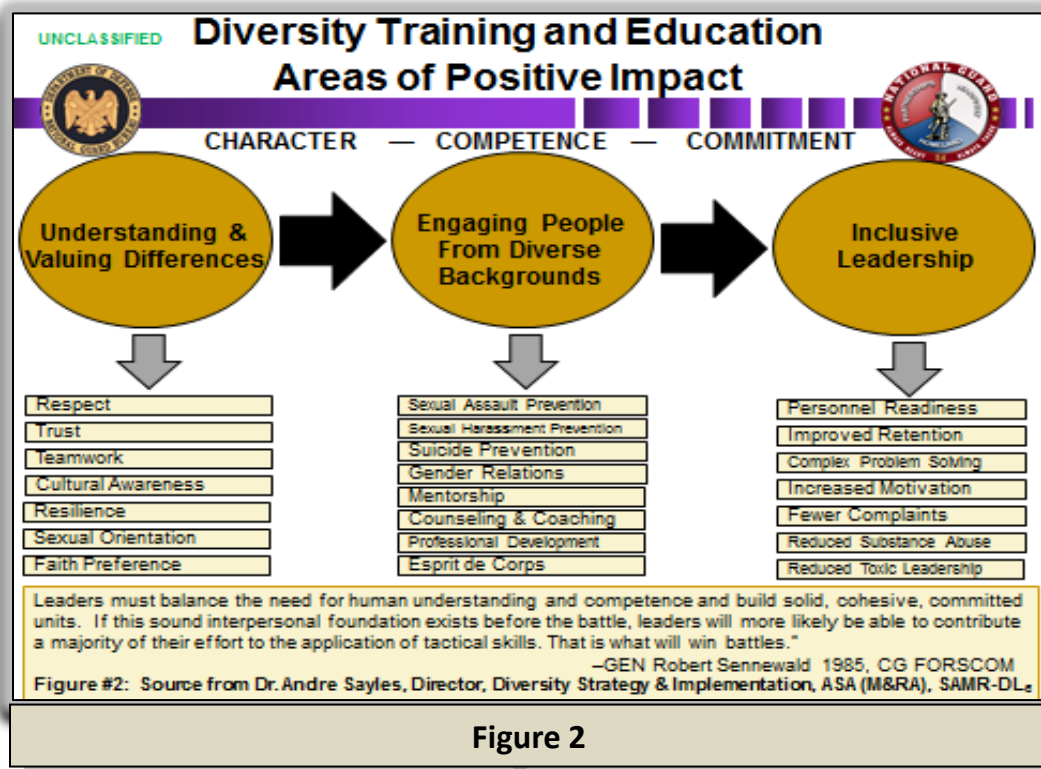


Figure 2

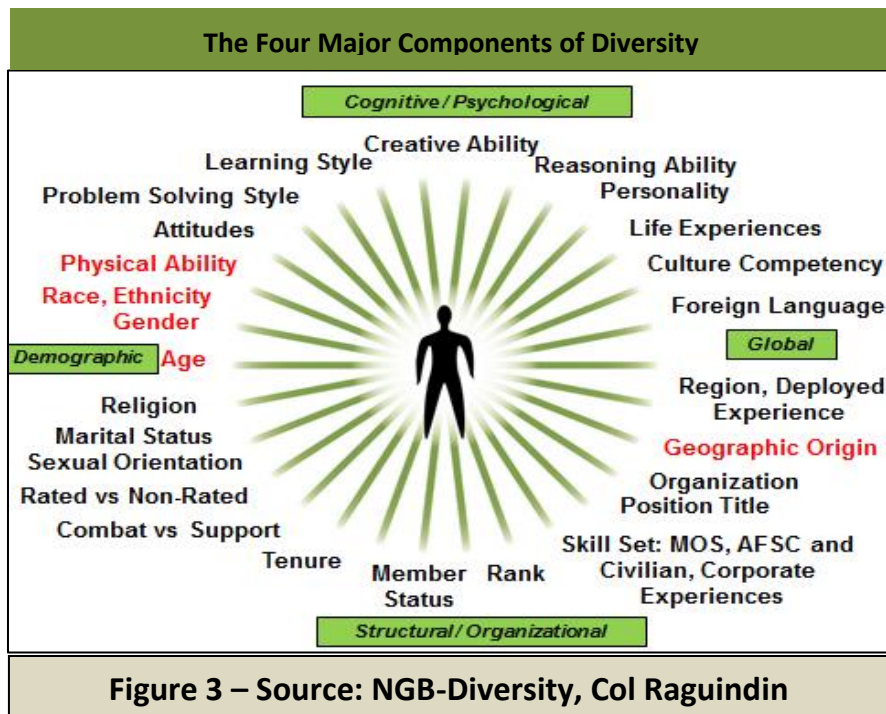


DEFINING DIVERSITY AND INCLUSION

Diversity is challenging people to maximize their potential by embracing and promoting each other's holistic characteristics. Diversity is a warfighting readiness issue. The National Guard must attract people from all segments of American society and tap into the limitless talent of the diverse population to reach its fullest potential as America's standing militia.

Inclusion fosters and builds organizational strength through a positive work environment that promotes and respects the differences and similarities – both visible and invisible. This is manifest when a work environment is achieved where all individuals have equal access to opportunities, resources, and information to allow them to fully contribute individual strengths to the collective military might.

Workforce diversity is a collection of individual attributes that together help agencies pursue organizational objectives efficiently and effectively. Figure 3 highlights four major areas of diversity that include demographic, global, cognitive, and structural aspects of an individual. These are not limited to characteristics such as national origin, language, race, color, disability, ethnicity, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, and family structures. The areas highlighted in red are demographic diversity and are fixed. Global diversity also encompasses differences among people concerning geographic origin, differences of thought, and life experiences. Cognitive diversity and inclusion is a culture that leverages flexibility and fairness. Structural and organizational diversity connects each individual to the organization and encourages collaboration, so that all individuals are able to participate and contribute to their full potential.





DIVERSITY AND INCLUSION GOALS AND SUPPORTING OBJECTIVES

Goal 1: Enhance diversity and inclusion in all States, Territories, and the District of Columbia. It is imperative that the National Guard develops a workforce that reflects the communities it serves and creates an inclusive environment that values and empowers all.

- Assess the effectiveness of current branding and recruitment practices to include all demographics/markets and enhance recruiting efforts in underrepresented communities.
- Establish baselines in each State, Territories, and the District of Columbia to determine demographic groups that are underrepresented.
- Develop specific goals to attract and recruit underrepresented groups and regularly measure progress toward achievement of those goals.
- Conduct climate surveys to learn about attitudes and practices that are detrimental to making progress in enhancing diversity and inclusion.
- Establish a baseline for the purpose of identifying merit-based barriers and improving diversity in applicant pools by 2015.

Goal 2: Ensure that leaders at all levels champion diversity program priorities and understand specifically what is required of them to achieve success. All leaders must understand the metrics needed and the results they are expected to achieve, and track their progress toward stated goals.

- The Adjutants General should communicate to their organizations that enhancing diversity and inclusion is one of their top priorities.
- Leaders at all levels must emphasize the value of diversity and inclusion.

Goal 3: Develop and increase diversity partnerships, both external and internal to the National Guard. States, Territories and the District of Columbia are expected to partner with entities outside of the National Guard to further enhance collaborative efforts and to conduct regular state-level meetings and participate in regional JDEC meetings in order to share best practices and synchronize efforts to resolve problems.

- Appoint representatives to participate in regional JDEC meetings in order to share best practices and work with others to tackle regional problems.
- Identify external groups that have a nexus to diversity and inclusion and work with them to synergize efforts toward progress.



- Increase community outreach efforts (schools, community organizations, etc.) to enhance diversity and inclusion.
- Identify high quality training options that can be used at all levels to educate our personnel throughout the year.
- Encourage State JDEC teams to sponsor cultural events to showcase the many strengths of their National Guard.

Goal 4: Develop, mentor, and retain top talent reflective of the communities the National Guard serves. It is critical that Soldiers, Airmen, and civilians continue to learn about potential opportunities to advance along a path that leads to the highest positions in the organization.

- Recognize members with potential to benefit from mentorship.
- Offer mentorship on a state level.



STRATEGIES FOR IMPLEMENTATION

Achieving the goals of the National Guard's Diversity and Inclusion Strategic Plan will require a synchronized and coordinated effort from the entire National Guard community. Implementation of this plan will be synchronized with the overall operational readiness of the National Guard and will ensure that a balanced workforce is in place to meet future challenges. Strategic engagements and partnerships will also be leveraged in order to maximize the National Guard's diverse workforce develop, mentor, and retain top talent reflective of our communities.

In order to *advance operational readiness* in the National Guard and *create an inclusive environment* that values and empowers all, the following measures will be taken:

- Examine policies, processes, and procedures through total force collaboration and joint synergies to develop new strategies to augment mission capabilities which leverage the diversity within the National Guard.
- Create cost savings and efficiencies through structural and organizational diversity to become a more adaptable and technologically advanced National Guard.
- Execute plans to recruit, develop, and retain a diverse and high quality workforce through the leadership commitment of State Joint Diversity Councils throughout the 54 States, Territories, and District of Columbia.
- Foster innovation and maintain an agile and inclusive workforce, to position the National Guard to rapidly shift ground and air forces and almost instantly move them anywhere in the world.

The National Guard commits to be *transparent in the manner to balance a diverse workforce* to meet future challenges and assist leaders in understanding the metrics and achieving expected results by:

- Providing quarterly updates and annual results on diversity and inclusion accomplishments with emphasis on transparency of policies, practices, processes, and procedures to attract, recruit, develop, and retain a quality workforce through the Chief of the National Guard Bureau's Joint Diversity Executive Council (JDEC).
- Establishing a robust National Guard Bureau Diversity and Inclusion Best Practices Program to allow for 100% access to participate, submit, retrieve, and share Best Practices throughout the 54 States, Territories, and District of Columbia.
- Leveraging unique backgrounds, experiences, and foreign languages from Soldiers, Airmen, and civilians to identify new capabilities and regularly review workforce demographics and cultural competence.



The National Guard's *strategic engagement in support of diversity and inclusion and building partnerships at home and abroad* will be accomplished by the following:

- Engage leaders to participate in “Telling the National Guard Story” at every level at national, state and/or local events, conferences, and in the communities.
- Continue to build international relations through the State Partnership Programs and strengthen key alliances as part of the effort to achieve global diversity.
- Ensure all members have access to diversity and inclusion training and education, including the proper implementation of the National Guard Diversity and Inclusion Strategic Plan.

In support of efforts to *develop, mentor, and retain top talent reflective of the communities* the National Guard serves the following steps will be implemented:

- Identify the organization's top talent.
- Include a formal mentoring program within the State.



MEASURES AND METRICS

Information collected by an organization must be tied to purpose and outcomes. The JDEC will review quarterly goals and measures of Army National Guard and Air National Guard diversity strategic plans and apply all four of the following types of metrics for effective operational measurements.

- **Operational metrics.** These address not only what is getting accomplished but how it is getting accomplished. It serves as a report card — no insider analysis, just the numbers. Operational metrics show impact to mission readiness and tell the National Guard story.
- **Comparative metrics.** This type of metric compares current numbers to the previous year's numbers. This helps identify best practices and promotes cross-learning.
- **Opinion metrics.** These are climate surveys that DoD uses, to include exit interviews. This kind of data is important but cannot stand alone, because it is not 100% true. The source of information and the type of survey instrument is not all important—the focus is to retrieve the right information for decision makers.
- **Predictive metrics.** These create a process for evidence-based decision-making and are based on the actual behavior of people. These will help to build a case for a more rigorous foundational change in an organization. Predictive metrics, combined with the other three types of metrics listed above, will promote mission-driven outcomes. The focus must be on identifying the predictors that will help answer questions.

This data will be utilized as part of the requirement to provide an annual report on the progress of diversity in the armed forces. This legislation was established in the National Defense Authorization Act of 2009 which charted a 31-person Military Leadership Diversity Commission to conduct a comprehensive evaluation and assessment of policies on the advancement of minority members of the armed forces.

The development and implementation of these initiatives, to include the establishment of a uniform definition of diversity and corresponding metrics, will enable our leaders to build forces that reflect the diverse population that the National Guard serves. The Secretary of Defense and Secretary of Homeland Security meet annually with the Service Secretaries, Joint Chiefs of Staff, Commandant of the Coast Guard, National Guard Bureau, and Senior Enlisted Members to discuss progress towards achieving the goals.



An annual report will include additional factors for race, ethnicity and gender in areas such as:

- Number of members of the armed forces including reserve components
- Promotions
- Enlistments
- Available pool of qualified candidates for three and four star Flag Officers or General Officers

To achieve the mission and vision as stated above, the following Army National Guard and Air National Guard measures and metrics are extracted from the respective Diversity Strategic Plans.

(Appendix with resource websites and links for further study and referencing is attached at the end of this document)

In order to achieve a diverse and inclusive National Guard, a clear set of goals and supporting objectives must be established. These goals include enhancing diversity and inclusion in all States, Territories, and the District of Columbia. Leaders at all levels will champion diversity developing and increasing diversity partnerships, and developing, mentoring, and retaining top talent reflective of the communities the National Guard serves.



ARMY NATIONAL GUARD DIVERSITY MEASURES AND INDICATORS

1. Percentage of Supervisors, Managers, or Leaders attending Diversity Sponsored Leadership Training Events
2. Number of Command Climate Surveys Conducted
3. Number of Diversity initiatives accomplished
4. Deviation from eligible Census population (Deviation < than 6 percent)
5. Number of ARNG personnel in STEM Programs
6. Number of majority-minority and women-serving relationships with organizations that provide opportunities to source applicants for the ARNG
7. Percentage of work force that meets the demographic of the ARNG at all levels of the work force both military and civilian
8. Creation of interdivisional diversity and inclusion metrics working group
9. Percentage of Retention for both Military and Civilian workforce (Retention rate > 80 percent)

Number of Diversity and Inclusion Initiatives
10. Number of ARNG Committees, Councils, and Advisory Groups that have a Diversity and Inclusion Representation
11. Number of ARNG Leadership Engagements
12. Number of DLP and LCP programs executed in FY
13. Number of States and Territories that have executed a DLP or LCP
15. Number of Awards Awarded

Source: Mr. Alfranda Durr, ARNG- CSO-EO, Chief, EO and Diversity Officer, ARNG



AIR NATIONAL GUARD DIVERSITY MEASURES AND INDICATORS

Extracted from ANG Diversity Strategic Plan – Measures & Indicators

1. Number of barriers identified of military and civilian workforces in past year
2. Number of barriers that have been remediated following a barrier analysis in the past year
3. Percentage of ANG (military and civilian) trained on importance of inclusion & mutual respect and link to mission accomplishment
4. Percentage of ANG (military and civilian) with institutional competency proficiency levels measured at every installation
5. Number of Airmen who reporting foreign language or cultural training (ongoing or completion)
6. Number of outreach events that contributed substantially to diversity in the Air National Guard with ROI stats
7. Number of new talent centers and untapped geographic areas and communities identified and targeted for outreach
8. Number of broad-based diversity characteristics in accession sources' application processes (i.e., 1st generation college students, socioeconomic background, language and geography) applied to recruiting and accession sources.
9. Number or percentage of supervisory ANG (mil and civilian) personnel, who indicate in an annual survey they are mentoring individual other than subordinate
10. Number or percentage of ANG (military and civilian) personnel who indicate in an annual survey they are being effectively mentored.
11. Number or percentage of ANG (military and civilian) personnel who indicate in standardized exit survey reasons for leaving ANG:
 - Non-Challenging Assignments / Under-Utilized Skills
 - Inadequate Training (OJT Training or Career Developmental Opportunities)
 - Expectation to undertake Professional Military Education
 - Excessive Travel
 - Requirement of Mobility for Career Advancement



- Issues with Co-workers in Unit; Workers in Other Units; Immediate Supervisor; Organization's Higher -Level Managers
- Lack of Recognition (either Formal or Informal) / Lack of Appreciation
- Lack of Career Advancement
- Majority of duties did not relate to job description
- Deployment requirements
- Family situation

12. Number or percentage of ANG personnel who indicate on Unit Climate Assessments or other surveys that they are considering leaving the Air Force for any of the reasons specified in Measurement 11.

Additional

13. Number of talking papers and key messages developed and distributed in support of diversity initiatives. (CFD)

Source: Col Shirley Raguindin, NGB/CFD, Chief Diversity Officer, ANG



DIVERSITY AND INCLUSION CHECKLIST

The Adjutant General's Checklist for Diversity and Inclusion

State Joint Diversity Executive Council (JDEC) Implementation

1. ____ Have you personally communicated to your organization that diversity and inclusion is a top priority for you? (Goal #2)

____ Can a statement of your commitment be found on your internet homepage (or on a link configured on your homepage)?
2. ____ Does your state have a Joint Diversity Executive Council (JDEC) appointed by you that meets at least quarterly to focus on Diversity and Inclusion issues? (Goals #2, #3)

____ Does your state JDEC include senior leaders from all of your major commands (both Army & Air)?

____ Do you make it a point to periodically attend meetings of your state JDEC to provide your personal guidance and show support?
3. ____ Do you have a state Diversity & Inclusion Plan that identifies specific goals that tie directly to the 4 goals listed in the NGB Diversity & Inclusion Strategic Plan? (Goals #1, #2, #3, #4)
4. ____ Is someone briefing you on a regular basis regarding your state's compliance with the goals (both state & NGB) listed above? (Goals #1, #3, #4)
5. ____ Have you identified demographic groups present in your state that are underrepresented in your Air and/or Army Guard? (Goal #1)

____ If so have you developed a strategy to improve the representation of those demographic groups in your organization?
6. ____ Have you appointed a general officer to represent your state in the regional JDEC group that you are assigned to? (Goal #3)

____ Does this G.O. (or a substitute) actively participate in the quarterly regional JDEC meetings to collaborate on issues of common concern and share best practices?
7. ____ Do members of your Air & Army Guard participate in activities/meetings of outside (civilian) diversity groups in your state? (Goal #3)
8. ____ Does your state take advantage of diversity training available through the National Guard Bureau or outside sources? (Goal #3)
9. ____ Is your state willing to expend funds (state or federal) to pay for diversity & inclusion training from time to time? (Goals #2, #3)
10. ____ Do you have a formal (or informal) mentoring program in your state designed to assist talented young officers and NCOs in reaching the highest leadership positions possible? (Goals #2, #4)

NOTE: The term "State" when used in this checklist includes Territory and the District of Columbia.



APPENDIX - HELPFUL WEBSITES

NGB, ARNG, ANG Diversity Strategic Plans

<https://www.jointservicessupport.org/Diversity>

ANG Diversity Demographics

<https://www.milsuite.mil/book/groups/ang-diversity-demographics>

ANG Diversity Operations

<https://www.milsuite.mil/book/groups/ang-diversity-operations>

ANG Human Resource Advisors (HRAs)

<https://www.milsuite.mil/book/groups/ang-human-resource-advisors>

AF Diversity Website

<http://www.af.mil/Diversity.aspx>

ANG Wingman Day Diversity and Inclusion

<http://wingmanday.org/diversity-inclusion.aspx>

ANG Leadership and Diversity News

<https://www.milsuite.mil/book/groups/ang-leadership-and-diversity-news>

Army National Guard Resilience Program

<https://www.milsuite.mil/book/groups/arngmrt>

Defense Equal Opportunity Management Institute (DEOMI)

<http://www.deomi.org/>

Joint Services Support (JSS)/ Youth ChalleNGe, ESGR Partnership, Yellow Ribbon, SAPR, and Family Program

<https://www.jointservicessupport.org/Default.aspx>

National Guard Web Page

<http://www.nationalguard.mil/default.aspx>

NGB Joint Diversity Executive Council (JDEC)

<https://www.jointservicessupport.org/Diversity>

NGB Diversity Best Practices – Attracting and Recruiting a Diverse Workforce

<https://www.milsuite.mil/book/groups/national-guard-diversity-best-practices-diverse-workforce-initiatives>

NGB Diversity Best Practices – Leadership Commitment

<https://www.milsuite.mil/book/groups/national-guard-diversity-best-practices-leadership-commitment>

NGB Diversity Best Practices – Newsletters

<https://www.milsuite.mil/book/groups/national-guard-diversity-best-practices-newsletters>

NGB Diversity Best Practices – Strategic Communications

<https://www.milsuite.mil/book/groups/national-guard-diversity-best-practices>

State Joint Diversity Councils

<https://www.milsuite.mil/book/groups/ngb-state-joint-diversity-councils>

NG Ready 54 - Comprehensive Fitness for the Whole Family

<http://www.ready54.org>

NGB Diversity and Inclusion POCs:

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